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March 14, 2016

Honorable Mel Rapozo, Chair
And Members of the Kaua'i County Council
4396 Rice Street
Līhu'e, Hawaii 96766

Re: Fiscal Year 2017 (FY17) Budget Submittal

Dear Chair Rapozo and Councilmembers:

Pursuant to the requirements of the Kaua'i County Charter, I present to you the proposed operating budget for the County of Kaua'i (Kaua'i and Niihau) for fiscal year 2017 (FY17). We look forward to working with you in the coming months as you deliberate and make the important decisions for FY17. This proposed budget reflects our continuing efforts to strengthen the county's financial position and its future fiscal sustainability.

Continuing to Move in the Right Direction

Through our partnership with the County Council and the Government Financial Officers Association (GFOA), we are developing a sound financial sustainability plan, which includes determining and establishing the targeted reserve recommended by the GFOA. I am proud to say that over the course of the year, we nearly doubled our unassigned fund balance from \$13.7 to \$26.1 million. In addition, we have balanced our budget for the second consecutive year without having to utilize the unassigned fund balance. This was achieved while fully funding our other post-employment benefit (OPEB) obligations without proposing any increases in real property tax rates.

Fiscal Year 2016 Successes

Before getting into the details of this budget proposal, allow me to highlight some of our successes in the current fiscal year:

An Equal Opportunity Employer

- **Holo Holo Projects**

- Ma'alo Landfill – We completed the Wildlife Hazard Assessment and expanded the traffic study to include an additional route. Work has commenced on the Wildlife Mitigation Plan, and the environmental impact statement is expected to be completed in 2017. We continue to dialogue with the Hawai'i Department of Transportation Airports Division relating to wildlife impacts to the Lihue Airport. No new funding is proposed for this project in the FY17 budget.
- Adolescent Treatment and Healing Center (ATHC) - Great progress has been made on this Holo Holo 2020 project. A memorandum of understanding for a five-acre parcel for the ATHC was executed in 2015 between the county and Grove Farm Company. Last month, the State Historic Preservation Division granted its approval of the archeological assessment provided by consultant Belt Collins & Associates on behalf of the county. In this year's legislative package, funding for the construction and site improvements for the ATHC was included as part of the county's CIP request.
- Lima Ola –The Housing Agency is working on a 201H application to entitle Lima Ola's 75 acres for future affordable housing. The design work for the infrastructure is also progressing with the initial phase of construction targeted for 2017. The vision for Kaua'i's first large-scale green, affordable housing community is a place where our families can live and grow together.
- Ke Ala Hele Makalae – We continue to work in partnership with the Federal Highway Administration, Hawai'i Department of Transportation, and National Guard to build the Kawaihau Elevated Boardwalk, an offshoot of the multi-use path. Progress is also being made on the Lydgate to Kapa'a section, Phases C and D, which will connect the multi-use path from Papaloa Road to the traffic signal at the Kaua'i Village Shopping Center and Waipouli Beach Resort. No new funding is proposed in the FY17 budget.
- Bus Shelters – In partnership with the State of Hawai'i, we are moving forward with phase two of our bus shelter program, which will add 17 new bus shelters by early next year, bringing the total number of bus shelters on Kaua'i to 23. The third phase, which involves \$1.5 million of committed state funding, will provide for the installation of approximately 28 additional bus shelters throughout the island.
- Shuttle Services – As part of a comprehensive strategy to address congestion on Kaua'i, we are conducting the Kaua'i Transit Shuttle Feasibility Study (KTSFS). The data obtained from the North Shore Pilot Shuttle program will be incorporated into the study. A draft report of the KTSFS is due this summer, which will provide recommendations for shuttle services on the North and South shores and the Eastside

as well as implementation plans. The feasibility study will also augment other efforts contained in the Kapa'a Transportation Solutions report.

- **Other FY16 Successes**

- TIGER Grant – The County of Kaua'i engaged in a highly competitive application process in 2015 along with 627 other jurisdictions and was among 39 entities selected for a Transportation Investment Generating Economic Recovery (TIGER) from the Department of Transportation. This \$13.8 million grant will enable the county to implement our Līhu'e Town Core Mobility and Revitalization Plan, revitalize Rice Street commerce, attract mixed-use development in our urban core, and provide safe, affordable and sustainable multimodal transportation.
- Hardy Street Improvements – Following the passage in 2009 of Act 54 by the State Legislature requiring the Hawai'i DOT and the counties to establish policies that provide safe access for all users on public roadways, the Kaua'i County Council was the first in the state to pass the Complete Streets resolution. This served as a model for the rest of the counties. The recently completed Hardy Street improvement project is the first large-scale Complete Streets project on Kaua'i. The improvements demonstrate our commitment to relieve traffic congestion, make our streets safe for all users, and encourage students to walk or bike to school. Now people of all ages and abilities can safely travel on Hardy Street, affording them more heart-healthy travel options.
- Other Major Road Projects - The Eastside collector road project was also completed at the beginning of 2016. With funding provided through the State Transportation Improvement Program, the \$2.5 million project has resulted in major improvements to portions of Haua'ala, Mailihuna, and Olohēna roads. Another important recently completed road project was the \$2 million bi-annual Island-wide Resurfacing Project. Twelve local roads totaling 7.8 lane miles were repaved throughout the island over the past eight months.
- Affordable Housing - A blessing for phase two of Kaniko'o, an affordable rental housing complex for seniors located in the heart of Līhu'e, was held last week. This will add 30 units bringing the total number of units at Kaniko'o to 90. We are also moving forward with Koa'e, a workforce housing development planned for the south shore. Mark Development Group was recently selected to serve as the consultant for this project. Up to 150 multi-family units will be built on 11 acres next to the Kiahuna Golf Course.
- Public Safety Radio System Upgrade - The third and final phase of the 800 megahertz P25 Maintenance Upgrade Project is underway using \$2.1 million in State CIP funding. Completion of the project is anticipated by the end of the current calendar year, which will bring the county's radio system into compliance with public safety

digital radio interoperability standards. The Kaua'i Civil Defense Agency is also proceeding with obtaining ancillary/supporting items for the system via synergistic leveraging of grant and county funding.

- Community Partnerships – Since we began our partnership in 2013 with the Na Hoku Welo team, all of the moku signs have been installed. Later this year, the ahupua'a and interpretive signs are expected to go up as well. In addition, the website for Kaua'i Nui Kuapapa, www.kauainuikupapapa.com, offers wonderful information about Kaua'i's history that was gathered by the team.

Our newest cultural stewardship agreement will soon be formalized. Po'o James Alalem will work with Na Hoku Welo and Lae Nani to care for the Kukui Heiau located in the Moku o Puna. We are also in the process of establishing a stewardship agreement between the county, Department of Hawaiian Home Lands, and Na Hoku Welo under the guidance of Po'o Bronson Lovell for the Hokualele Heiau in the Moku of Ko'olau. We look forward to continued expansion of this program, which started with the Kaneioluma Complex in Po'ipū followed by Ke Ahu a Laka, a hula platform in Kē'ē.

The blessing of the Kīlauea Community Agricultural Park is slated for next week. The stewards of the park, 'Aina Ho'okupu o Kīlauea, have already cleared a portion of the 75-acre park and installed water meters. This project represents the first agricultural stewardship agreement between the county and a community organization. It is an important first step and demonstrates my commitment to furthering agricultural opportunities on Kaua'i.

- Supervisory Training - As part of our training initiative, the Department of Human Resources developed a new supervisor training class in collaboration with the Office of the County Attorney. The class integrates relevant policies and laws, leadership skills and competencies, and other critical information needed to be a successful supervisor. In addition, various leadership and supervisory workshops were coordinated with human resource experts, who provided our employees with the necessary tools and resources to be effective in their roles as supervisors and managers.

Re-engineering Government

We have been working diligently for the past seven years to make systemic changes to county government that will make us more efficient, lower fixed costs, and provide greater financial stability in the future. I like to refer to this strategy as re-engineering government.

In FY 16, the following re-engineering projects were implemented:

- Office of the County Attorney Reorganization – As anticipated, the reorganization of the Office of the County Attorney into two distinct teams, a litigation unit and an advice and counsel unit, has resulted in significant savings to the county. The restructuring has led to a reduction in the need for special counsel and effectively decreased special counsel expenditures and encumbrances by \$557,000 in FY16 to date. As we move forward, we are supporting an additional deputy county attorney position in order to support the needs of the Kaua'i Police Department.
- Electronic Procurement – The first phase of the county's electronic procurement initiative was launched seamlessly last year due in large part to the cooperation of the building industry in moving the project forward. The new system allows for a completely paperless application of procurement solicitations for construction projects, and creates a more user-friendly interface for the public. In addition, the e-Procurement system has resulted in a significant increase in efficiency and effectiveness in the county agencies involved with the process.
- Vacancy Review Committee (VRC) – The Vacancy Review Committee continues to evaluate positions that are vacated due to normal attrition, re-engineering these positions as the opportunity arises. To date, the committee has reviewed 24 positions. Their efforts have resulted in a savings of \$136,561 including salaries and fringe benefits.

Four positions were re-allocated to ensure that the tasks and functions associated with these positions more accurately describe the performance of essential functions of the respective departments and to leverage these positions to maximize worker productivity. This included the re-description of a KPD account clerk position to a pre-audit clerk and the re-description of an accountant in the DPW to a payroll specialist. The re-engineering of these positions also created a pathway for their future transfer to the centralized Department of Human Resources for payroll management purposes once the Human Resources Information System (HRIS) is operational. Lastly, the VRC re-described a fully funded position in the Real Property Collections Division to provide adequate funding for hiring an 89-day contract worker during peak periods of activity in the division. This resulted in a significant reduction in salary and fringe-related costs while continuing to provide the means for support of these vital functions within that division.

Another highlight of this re-engineering process was the abandoned and derelict vehicle coordinator (ADVC) position, which was previously in the Solid Waste Division. The Vacancy Review Committee reviewed the specific duties and responsibilities of the ADVC position and found that a substantial degree of coordination is required between the position and the Kaua'i Police Department. Based on functionality, it was determined that the position may be more appropriately placed within KPD. With concurrence from KPD on the interrelatedness of the position responsibilities and law enforcement, the

transfer was made to KPD in FY16. Upon transfer, KPD re-described the ADVc position to allow for leveraging of the position to attend to statutory requirements as well as other related tasks within the department. The VRC will continue its efforts in the coming fiscal year to ensure the greatest degree of productivity outcomes and performance.

- Human Resources Information System – Much progress has been made on an initiative managed by the HRIS Task Force. The initiative is designed to provide the county with an integrated payroll and personnel information system by leveraging our existing system with new modules and software customizations. With one full-time employee in Human Resources now dedicated to this project, efforts to move this initiative forward have accelerated. Thus far, we have successfully launched an online On Boarding program and will soon be implementing Employee Self Service and Performance Evaluation modules, which are expected to go live before the end of 2016. The Time and Attendance module will follow in FY17.

In FY17, we plan to continue the re-engineering process that will include the following organizational changes:

- Green Box - The Green Box initiative will help us further our efforts toward efficiency, and complete the Department of Parks and Recreation's (DOPR) structure that was envisioned when the Kaua'i County Charter was changed to reflect the creation of DOPR. We will be moving the employees in the Building Maintenance and Custodial sections from the Department of Public Works to the Department of Parks and Recreation. This organizational change will allow for greater coordination between the operation of our parks and recreational facilities, building repairs and cleaning needs.
- Roving Jet Ski Patrol – Having a permanent Roving Jet Ski Patrol will allow the Ocean Safety Bureau to expand its services to include daily periodic checks on unguarded beaches where there are relatively high rates of incidents, i.e., Lumaha'i, 'Anini, Ka'aka'aniu (Larsen's), Wailua, Kalapaki, Keoniloa (Shipwreck's), Māhā'ulepū, and Kekaha. A pilot roving program launched in 2013, although very limited in scope due to lack of dedicated manpower, is estimated to have saved more than 70 lives through preventative, educational, and rescue measures.
- KPD Reorganization – In exploring options to meet its operational needs, the Kaua'i Police Department developed an out of the box multi-faceted reorganization plan to utilize their school crossing guard positions, which have been unfilled for several years due to lack of applicants.

The first part of the plan takes four of these positions and creates a new police officer class, PO 4, which enables KPD to meet its state requirement of providing traffic monitors around schools. The four officers would monitor traffic as required and have the authority to issue citations. The restructuring also increases the enforcement of traffic

laws and overall safety around schools as well as creates a pool of potential candidates for higher-level police officer positions. Additionally, a stronger police presence enforcing speed limits in the school districts could result in an increase in Safe Routes to School funds that could be used for infrastructure improvements around schools. Part two of KPD's reorganization entails the conversion of six school crossing guards to the following positions: a police sergeant assigned to the Office of Professional Standards who would handle audits and inspections; two training officers; and three background investigators assigned to the Administrative and Technical Bureau. These changes would result in a reduction in overtime expenditures, increased accountability and personnel/facilities inspections, as well as allow for the redistribution of caseloads within the Internal Affairs section and regular audits of body camera footage.

FY 17 Revenues

The FY 17 budget reflects an increase in revenues of \$7.1 million or 4.1 percent over FY 16.

- General Fund - Increased by \$6.8 million primarily due to real property taxes further detailed below.
- Highway Fund - Decreased by \$303,000 due to lower fuel cost projections and lower Public Utility Franchise taxes.
- Solid Waste Fund - Increased by \$558,000 attributable to the new collection fee structure implemented this past year.
- Golf Fund - Increased by \$95,000 based on the projected golf activity.

Efforts to secure a revenue base that can support the county's projected expenses have resulted in a number of changes to the real property tax structure over the past four years. These changes, namely adjusting the tax rates to the statewide averages for similar tax categories and creating new tax classifications for tax on use, were structural changes that were necessary to achieve a balanced budget.

While there are no proposed tax rate changes for FY17, the revenue from real property taxes is projected to increase by \$6.46 million or 5.7 percent over FY16. Of the projected increase, two tax classifications account for slightly more than half of this increase: Commercial and Hotel and Resort. Estimated taxes from the Commercial tax class will increase by \$1.80 million or 22.5 percent primarily due to new construction, such as the Hokulei Shopping Village (Līhu'e Safeway) and two new Longs Drugs Stores (Waipouli and Kukui'ula), as well as improving general market conditions.

Property taxes from the Hotel and Resort tax class are estimated to increase by \$1.49 million or 6.8 percent, which in large part is due to the timeshare properties being valued in a similar fashion to their wholly owned condominium unit counterparts and an increased parcel count.

The remaining \$3.17 million in property tax increases are accounted for as follows: Residential Investor, \$973,000 or 15.4 percent; Residential, \$917,000 or 3.5 percent; Vacation Rental, \$492,000 or 2 percent; Commercialized Home Use, \$314,000 or 7.3 percent; Homestead, \$213,000 or 1.7 percent; Agriculture, \$110,000 or 2.0 percent; Industrial, \$80,000 or 2.8 percent; and Conservation, \$34,000 or 5.9 percent.

Although Kaua'i's tax base grew by 296 parcels, the property counts within each tax classification continue to change on a year-over-year basis. The Residential and Hotel and Resort tax classes saw the greatest growth in parcel counts between 2015 and 2016 with increases of 354 and 324 properties, respectively. This growth came largely at the expense of the Vacation Rental tax class, which saw a decrease of 576 properties. The Homestead tax class saw the next largest growth in parcel count with an additional 117 properties in 2016, yet this tax class saw the lowest percentage increase in taxes at 1.7 percent. Six of the seven remaining tax classifications each had parcel count increases of less than 40 properties, while one tax class, Commercialized Home Use, actually decreased by 5 parcels.

FY 17 Expenses

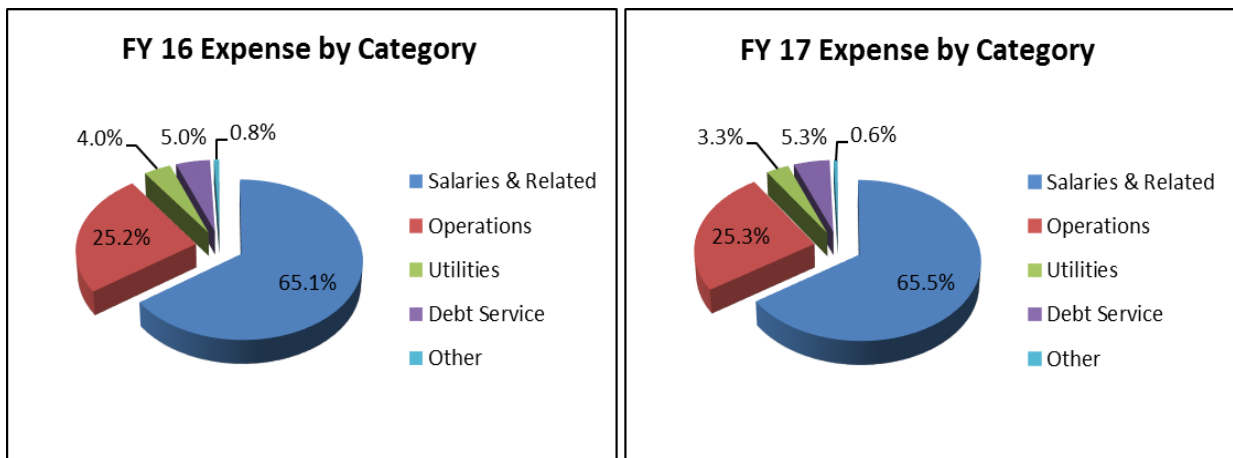
		% of		% of	FY 2017 vs FY 2016		
	FY 2016	Total	FY 2017	Total	\$ + / -	% + / -	
Salaries & Related	118,451,432	65.1%	123,774,839	65.5%	5,323,407	4.3%	
Utilities	7,237,045	4.0%	6,278,766	3.3%	-958,279	-15.3%	
Operations	45,771,624	25.2%	47,789,923	25.3%	2,018,299	4.2%	
Self Insurance	586,000	0.3%	250,000	0.1%	-336,000	-134.4%	
Reserve	250,000	0.1%	250,000	0.1%	0	0.0%	
Open Space	563,419	0.3%	595,747	0.3%	32,328	5.4%	
Debt Service	<u>9,053,731</u>	<u>5.0%</u>	<u>9,923,730</u>	<u>5.3%</u>	<u>869,999</u>	<u>8.8%</u>	
	181,913,251	100.0%	188,863,005	100.0%	6,949,754	3.7%	

Increases in salaries and related expenses attributable to negotiated labor agreements are shown below:

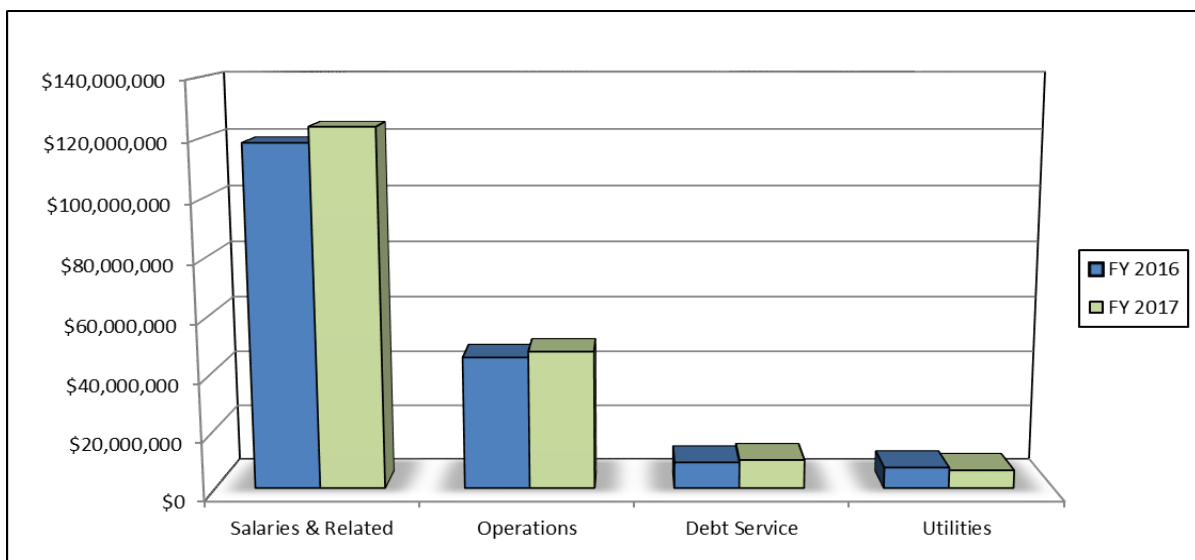
• Unit 1 (Blue Collar)	\$800,000
• Unit 2 (Blue Collar Supervisors)	\$ 40,000
• Unit 3 (White Collar)	\$900,000
• Unit 4 (White Collar Supervisors)	\$ 60,000
• Unit 13 (Professional)	\$800,000
• Fire	\$1,300,000
• Police	<u>\$1,300,000</u>
TOTAL	\$5,200,000

Aside from these increases, you will note in the Operating Budget Ordinance a tentative increase to the General Fund Unassigned Fund balance of \$820,115. This amount is a

placeholder to fund other pending staff increases that include the arbitration award for the newly created Unit 14 – Ocean Safety Bureau estimated at \$483,000, and the Salary Commission's recommendation for executive pay increases of \$667,000, which is based on adjusting salaries to catch up on seven plus years of pay freezes. The basis for the new executive salaries are in line with consumer price index adjustments over the same seven-year period. If passed, the remaining portion of the unfunded executive increases of \$337,000 would be absorbed through department budget reductions.



Operational increases are noted in the following chart, offset by reductions in utilities and contributions to self insurance. The chart also reflects an increase in debt service due to a predetermined amortization schedule and an interest allowance for potential future bond issuance.



It would be irresponsible not to address the county's most pressing needs, especially those that affect the health and safety of our residents. These are listed below:

- Solid Waste RFP – In January of this year, the county issued the first of a two-part request for proposal seeking solid waste options with the impending closure of the Kekaha Landfill in 2026. We will need to bring in engineering, finance and legal expertise totaling \$800,000 to assist the Department of Public Works prepare phase two of the procurement documents, evaluate highly technical documents, and execute contracts. The goal of the RFP is to delay the expenditure of \$90 million associated with the development of a new landfill.
- Equipment Replacement – We can no longer delay the purchase of needed equipment for our workforce. This budget includes \$3.2 million of leased equipment with an annual debt service of \$700,000 to address the backlog of equipment that have reached the end of their useful life, and provides county employees with the tools they need to perform their jobs at an optimal level. These resources are vital to ensure effective service delivery to the public.
- Re-roofing of the Līhu'e Civic Center and Līhu'e Neighborhood Center, \$1.2 million - These buildings are in dire need of having their roofs replaced. After 25 years, the existing roofing materials are badly deteriorated. Leaks have sprung over numerous offices and while temporary repairs were made, we can no longer prolong this matter.
- Homeless Initiative - Through an agreement with Kaua'i Economic Opportunity, Inc. (KEO), the county is providing funds for bed space to accommodate 20 additional individuals at KEO's existing homeless shelter. This funding also includes the cost for janitorial service, security, meals, and maintenance of the septic system. The agreement is for a period of 18 months. We are pleased that, in addition to these physical improvements, KEO will be open during the day. The Kaua'i Community Alliance, made up of social service providers, will provide the homeless with assessment services, mental health screenings, substance abuse counseling, job preparedness, budgeting course, and other life skills training.

Additional Needs

The loss of approximately \$50 million in TAT revenue over the past five years as a result of the legislature-imposed cap has created immense financial challenges for the county. We were very disappointed that the State Legislature did not adopt its own Working Group's (WG) recommendations that would have substantially increased the county's allocated share of the transient accommodations tax (TAT). Instead, their decision continues the existing cap on the county's share of the TAT at \$14.9 million provided that SB 2987 currently at the

State Legislature is approved. If the bill is not approved, a \$1.45 million revenue shortfall will need to be addressed in the May 8 supplemental budget submittal.

We appreciate the authority granted by the Legislature last year to approve a general excise tax (GET) surcharge of up to .5 percent. We sent the County Council a bill last year to authorize the GET surcharge to address the backlog in road and bridge repairs and the need to expand transit services. We briefed many organizations throughout the island and received considerable support to fix our roads, bridges, and expand transit services. A GET surcharge of .5 percent would raise roughly \$20 million per year over a 10-year period with 75 percent to be used for repairs to existing roads and bridges as well as construction of a centralized auto and equipment repair shop. The balance of these funds would be used for improvements to our transit system that would result in increased frequencies, better service for commuters and the use of shuttles.

By taking advantage of this funding opportunity, we would be able to address the public's No. 1 priority as noted in surveys, namely improvements to our roads and bridges and the alleviation of traffic congestion. The reliance upon the Highway Fund alone will result in inadequate financial resources to address the expansive road and bridge repair obligations totaling approximately \$104 million that the county has identified. Augmenting the Highway Fund with General Funds would likely mandate an increase in our largest source of revenue for the county - property taxes. This will not be received favorably by the tax paying citizens of our county. It is incumbent upon all of us to not only accurately identify the infrastructure needs and associated costs for the county, but to also responsibly determine the stream of revenue required to ensure that these tasks are properly addressed and resolved. The GET surcharge provides this unique one-time opportunity.

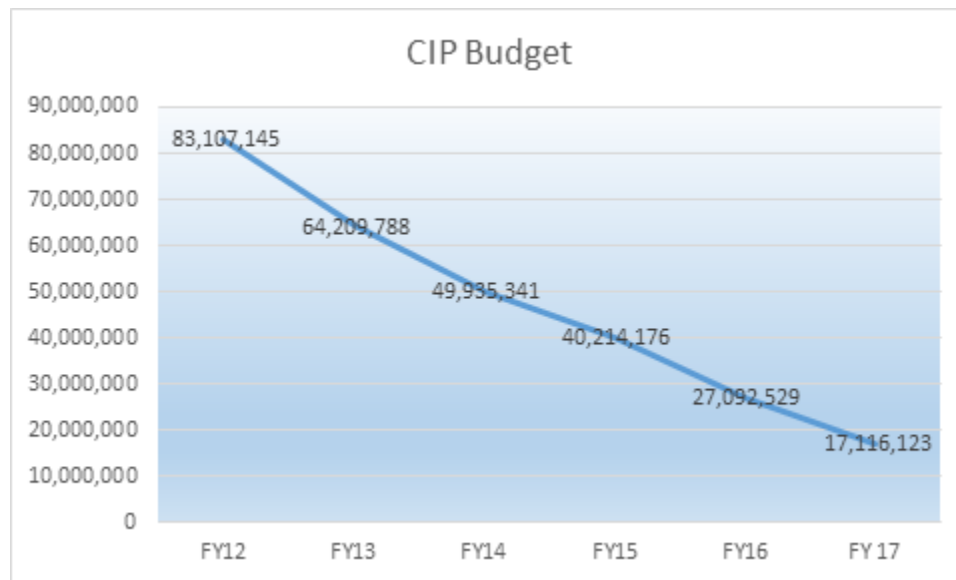
Capital Improvement Projects (CIP)

The proposed capital budget for FY17 totals \$17,116,123, which is broken down as follows:

Bikeway Fund	\$77,577
Bond Fund	\$ 9,694,280
Development Fund	\$ 154,568
General Fund (CIP)	\$ 2,492,703
Highway Fund (CIP)	\$ 976,632
Sewer Trust Fund	\$ 261,921
Special Trust Fund for Parks & Playgrounds	\$ 3,458,442
TOTAL ALL FUNDS	\$ 17,116,123

We continue with our CIP strategy of examining each project to determine the extent to which it is likely to move in the next 18 months in the planning, design or construction phase. So far, we have spent roughly \$11,204,148 million in CIP projects for FY16 or 40 percent of the amount currently budgeted. Another \$1.5 million is expected to be encumbered by June 30, 2016.

The chart below illustrates our success over the past five years in spending down CIP monies and pumping more than \$65 million into the local economy:



Some of the highlights of the CIP program for the current fiscal year are noted below:

✓ Completed:

- Kōloa Road Safety Improvements
- Resurfacing of Eastside Collector Roads
- Pono Kai Seawall
- Hardy Street Improvements

✓ In progress:

- Sheltered Bus Stops Phase Two
- Po'ipū Beach Improvements Phase One
- Puhī Road Reconstruction Phase One
- Pu'uopae Bridge Replacement
- General Plan Update
- Hanalei/Black Pot Beach Park Master Plan
- Hanalei Fuel Tank Replacement
- Kaua'i War Memorial Convention Hall Improvements

- Moana Kai Seawall
- New projects proposed for FY17 include:
 - Hanapēpē Fuel Tank Replacement
 - Hanapēpē Stadium Improvements
 - Līhu'e Wastewater Treatment Plant Improvements Phase Two
 - TIGER Grant Project (county match)
 - Waioli Park Improvements

The County of Kaua'i submitted a request to the State Legislature seeking CIP funds for the following projects:

- Adolescent Treatment and Healing Center - \$5,000,000
- Veterans Cemetery Facility Construction & Improvements - \$700,000
- Centralized Auto Maintenance Facility - \$550,000
- Fire Department Helicopter Hangar - \$500,000
- Salt Pond Master Plan - \$400,000

Conclusion

One of the most significant tasks of county government is to manage its financial resources responsibly. The ability of the county to attain a balanced budget over the past two fiscal years without the need to rely upon the unassigned fund balance is evidence that we are moving in the right direction. Our progress in advancing a long-term financial plan solidifies the county's commitment and sets the pathway to achieving long-term sustainability and stability.

We are collectively responsible for delivering vital government services within the limits of our financial resources. Despite the current financial challenges facing the county, this budget still found a way to bolster public health and safety. From adding a roving jet ski patrol to increase safety at our beaches, creatively looking at ways to ensure traffic safety around our schools, adding a deputy county attorney to address our police department's diverse needs and upgrading our public safety radio system. Keeping our community safe cannot be compromised.

As Mayor, I commit to you my continued and unrelenting pursuit of financial responsibility and sustainability.

We look forward to working with you in the coming months, and collaborating on a budget that truly meets the needs of the people of Kaua'i and Niihau.

Mahalo nui loa,

Bernard P. Carvalho, Jr.

C: Nadine K. Nakamura, Managing Director
Ken Shimonishi, Finance Director
Ernest W. Barreira, Budget and Purchasing Director



*The Holo Holo 2020 vision calls for all organizations, businesses, residents and visitors on Kaua'i
to be part of creating an island that is sustainable, values our native culture,
has a thriving and healthy economy, cares for all – keiki to kupuna,
and has a responsible and user-friendly local government.*